

Report On

"An elementary study on how Arla foods influence employees' preferences in a culturally diverse workplace."

By

Farjana Sumaiya

18304108

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

January 31, 2023

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Declaration

It is hereby declared that –

1. The internship report submitted is my or our own original work done while we were getting our degrees at BRAC University.
2. The report doesn't include anything that has already been published or written by someone else unless it is properly cited with full and correct reference.
3. The report does not include any work that has been accepted or submitted for another degree or diploma at a university or other institution.
4. I/We have thanked all of the individuals that helped during this period of internship.

Student's Full Name & Signature:

Farjana Sumaiya

18304108

Supervisor's Full Name & Signature:

Dr. Arif Hossain Mazumdar

Assistant Professor (BBS Program)

BRAC Business School

Letter of Transmittal

January 31st, 2023

Dr. Md. Arif Hossain Mazumder

Assistant Professor (BBS Program)

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “**An elementary study on how Arla foods influence employees’ preferences in a culturally diverse workplace.**”

Dear Sir,

With due respect, this is to inform you that I, Farjana Sumaiya ID: 18304108 have completed my internship report titled, “**An elementary study on how Arla Foods influence employee’s preferences in a culturally diverse workplace.**”. In this report, I have attempted to incorporate my experience of working in Public Relations & Communication and the theoretical knowledge that I have acquired during my four years as an undergraduate student.

I would be grateful if you accepted my report. It will help me to fulfill the requirements of completing my BUS 400 course offered by BRAC Business School, BRAC University. Thank you so much for the guidance and gratitude that you have given me in completing the report successfully.

Sincerely yours,

Farjana Sumaiya

18304108

BRAC Business School

BRAC University

Date: 01- 31-2023

Non-Disclosure Agreement

This agreement was made and entered into by and between Arla Foods Bangladesh and the undersigned student at BRAC University for the commitment of avoiding the unauthorized disclosure of confidential information of the organization.

.....

Arla Foods Bangladesh Ltd.

.....

Farjana Sumaiya

Acknowledgment

Firstly, I would like to express my heartiest gratitude to Almighty Allah for allowing me to complete my internship report.

Secondly, I would like to offer my profound gratitude to my honorable supervisor, Md. Arif Hossain Mozumdar (Assistant Professor, BRAC Business School) for guiding me and offering me proper instructions to complete the report throughout my internship period.

I would also like to thank my onsite supervisor Mr. Saleh Uz Zaman, Manager of Public Relations & Communication, for giving me guidance and helping me with collecting data to complete my report. I am extremely grateful that I got the chance to do my internship under him as under his supervision I got hands-on experience in different functions of Communications and am able to gather practical knowledge. Also, to all the members of the team, I am truly grateful for making these 12 weeks an amazing and fulfilling experience for me.

I am grateful for all the support and guidance that helped and enabled me to complete this report. Without cooperation from my respected faculty and others, this report would have been incomplete. I am expressing my heartiest gratitude for this.

Thank you.

Sincerely,

Farjana Sumaiya

18304108

Executive Summary

In the first part of this report, I talked about my time as an intern at Arla Foods Bangladesh Limited. In the first chapter, you'll find all the information you need about the internship.

As an intern, I had to do certain things that helped me get a better understanding of the company.

First-hand knowledge of how work is done in the real world.

Second, this report gives a detailed look at the company and its daily operations, such as management, marketing, and operations, to show how they affect the business. The report also includes a SWOT analysis and Porter's Five Forces analysis of the organization's competitors. It also gives some very important suggestions based on the competitive analysis.

The last part of the third chapter is a project about how diversity was managed in Bangladesh, a lot of information about Arla Foods Bangladesh's employer branding efforts, and how organizations keep up their brand image through their communications. It also talks about how this affects the process of hiring people. Understand what helps employees choose any organization as their workplace. Furthermore, recruiters will understand what the important aspects from the employee's perspective are when choosing their workplace. In the 21st century, employer branding is one of the most important ways for a company to attract potential talents. Therefore, diversity and inclusion in the organization are other main stems of today's work culture. As a result, organizations will gain employees who are dedicated to the organization and satisfied with their work environment. Additionally, a company with a consistent employer brand is sure to get the best applicants in the industry for any job openings. Also, companies must make sure their employees keep up these images as best they can. Thus, companies like Arla Foods Bangladesh are paying more attention to building their employer brands by creating an organization where employees will come forward to say yes, *it's the best place to work, and we are glad to be a part of it.*

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List of Acronyms

BBS	BRAC Business School
TSM	Total Serviceable Market
PBA	Process Behavior Analysis
QA	Quality Assurance
FMCG	Fast-Moving Consumer Goods
MIS	Management Information Systems
HR	Human Resource
QMS	Quality Management Systems
MNC	Multinational Company
PR	Public Relations
AFB	Arla Foods Bangladesh

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CHAPTER 01: OVERVIEW OF INTERNSHIP

1.1 Information of the Intern:

Student Name: Farjana Sumaiya

Student ID: 18304108

Program: Bachelor of Business Administration

Department /School: BRAC Business School

Major/ Specialization: Human Resource Management & Computer Information Management.

1.2 Internship Information

1.2.1 Company Information:

Period: 3 months (October 2, 2022 - 28th December 2022)

Company Name: Arla Foods Bangladesh Ltd.

Department: Public Relations & Communications

Address: Cotton House (5th Floor), House 2, Road 113/A, 1212

1.2.2 Internship Supervisor Information:

Name: Saleh Uz Zaman

Position: Manager, Public Relations & Communication

Email: salzu@arlafoods.com

Phone: +8801819932610

1.2.3 Job Scope/ Duties/Responsibilities:

As a PR intern, my primary function was to aid the PR & Communications professionals with their regular responsibilities. The responsibilities that I had while working at

Arla Foods Bangladesh Ltd. Is given as follows:

- Filling up and preserving documentation for further requirements
- Media Engagement
- Internal stakeholder communication
- Providing assistance and managing the PR calendar
- Monitoring media coverage and preparing reports
- Supporting administrative task
- Background research
- Performing any other duties required by the supervisor or management head
- Speeding up program claim settlements by maintaining regular communication
- Following up with the regular trade program updates

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

I have completed my 3-month internship with Arla Foods Limited, where I executed divergent functions under the PR and Communications department of the company.

My primary role was to support the team by communicating regularly with various stakeholders. I was tasked with informing, receiving updates from, and providing general management directions for a distinct project.

In addition, I was responsible for following up with them regarding their program's success. As part of my internship obligations, I maintained constant contact with the appropriate individuals to expedite the claim settlements for prior media coverage and prepared reports according to it. In addition, I was responsible for filing and archiving records using Microsoft Excel. Aside from this, I followed my supervisor's directives to execute any other chores required by management.

1.3.2 Benefits to the Student:

During my three-month internship, I got a glimpse of working in the PR & Communications department.

Working in this particular department has flourished and enriched my speaking and writing skills to a great extent. As I was to maintain formal communication with my supervisor, colleagues both regional and international as well as the other stakeholders, like media persons, etc. I improved my verbal skill at a great length. Moreover, communication conducted through telephone calls, WhatsApp, and e-mails, helped me to boost my daily verbal and written skills. Hence, this experience has had a positive impact on my confidence level. Additionally, working for one of the most renowned FMCG companies helped me learn about the industry and corporate culture. As Arla follows the office hours (10.00 am to 6.00 pm), I learned to become more punctual and disciplined. Before joining the company, I sometimes missed my scheduled classes or came late. However, this internship has taught me the importance of being punctual, responsible, and disciplined about my work, and importantly, respecting others' time as well. Again, this internship experience has taught me to maintain a cheerful outlook. As Arla treats me similarly to the regular employees and fitting into the culture in that brief period may seem overwhelming. However, I learned from my supervisor that it is important to remain positive to get the best out of this experience. During the internship, I learned to be patient and positive even when the work or the overall situation seemed difficult. Moreover, this internship opportunity has helped me to get better at my computer skills such as using Microsoft Excel, Microsoft Word, Outlook, and Teams with ease. It also benefitted my typing skills both in English and Bangla language.

However, Arla Foods provides a better experience by giving interns the opportunity to network with experienced professionals as well as other interns so that they can boost their connections for future opportunities. In addition to upgrading my technical and soft skills, I got the opportunity to gain experience in the FMCG industry, how a factory should be running giving significant importance to the safety and security of both employees and products, corporate culture, and ways to network with multifunctional experienced personnel at ARLA Foods Bangladesh.

1.3.2 Difficulties faced during the Internship Period:

As I continued to learn and grow during my internship, I faced a few challenging situations as well. But I took it as a learning opportunity and tried to learn from my mistakes. The following are the few challenges that I faced as an intern:

The first challenge that I faced was getting used to the organizational culture. Multinational companies are very fast-paced, and people need to be constantly proactive and wear multiple hats at the same time. When I started my internship, I had to handle multiple projects at the same time along with completing the operational tasks, which got a bit difficult for me at times.

A lot of the projects I was working on had to be developed from scratch through a trial-and-error process. Working on projects has enhanced my critical thinking capability and problem-solving skills but collecting relevant data for building the processes was a huge challenge for me.

Getting information from employees was a bit tough because all of them were busy with their respective jobs.

Because some information is classified and cannot be shared with interns, every employee was extremely helpful in answering all my questions.

The three-month time frame is insufficient to gain a working grasp of the designated work stream but rather only allows for rudimentary knowledge.

1.3.4 Recommendations:

The experience of working and learning at Arla Foods Bangladesh Ltd. Was indeed exceptional. Although Arla Foods gives excellent opportunities for students to learn from them, its internship program might be improved in a few ways.

Since the work culture emphasizes hands-on training for the future, I feel interns would benefit from more structured planning to help them learn, comprehend, and adapt to the new environment. Besides, the structured work plan will not only help the interns but also be of great support to the line managers in providing mentorship.

CHAPTER 02: ORGANIZATION PART

2.1 Introduction:

Arla Foods Amba, located in Viby, Denmark, is the 4th global & largest manufacturer of dairy products in Scandinavia which is 100% owned by 7K farmers in Luxembourg, Sweden, Denmark, Netherlands, Belgium, Uk, and Germany. On April 17, 2000, the Swedish dairy cooperative Arla and the Danish dairy organization MD Foods joined together to form Arla Foods.

Arla Foods is the fourth-largest dairy company in terms of milk volume and the seventh largest in terms of revenue. Beginning in 2016, 12,500 ranchers in Western Europe and Scandinavia received assistance. Currently, more than 30,000 representatives are employed on every continent. Arla Foods has three minor cheese brands that are sold globally: Arla, Lurpak, and Castello. The Arla brand is both an advantageous and all-encompassing brand. The Danish Dairy Board owns the Lurpak brand of margarine and spreads, and Castello is a cheddar brand that includes blue and yellow cheddar cheeses.

2.2 Overview of the Company:

2.2.1 History:

It was the year 1961. In that year, a trade business from Khatunganj, Chattogram, named Habib Traders introduced a particularly unknown product, powdered milk, to the geographical region known as East Pakistan. The infant food brand “Dano” was launched to the public at that time.

This product and brand, “Dano,” altered the perceptions of the people in this region by demonstrating that milk and dairy nutrition are available in a variety of forms that are equally effective. Since then, Arla has maintained a pervasive influence throughout Bangladesh. Dano would go on to become the country’s most trusted powder milk brand 60 years later.

In 1972, just following Bangladesh’s independence, a young entrepreneur named Azim Uddin Ahmed recognized the need for powdered milk in the war-torn nation. His company, Mutual Group, became Dano’s second national agent and helped the brand grow all over the country. Arla decided to establish a liaison office to provide marketing support for the local distribution operations in response to the increasing demand for and popularity of Dano. As more entities began to see the prospects in the dairy industry, this created new channels for the local market. Arla remained not only a leader in the business world but also a leader in providing nutrition to the public.

In the years that followed, in an effort to make dairy nutrition more affordable for the people of Bangladesh, Dano’s packaging was done locally, and Mutual Group was given exclusive distribution rights across the country.

In 2004, a local packaging plant was constructed in Bangladesh, furthering the country’s reputation as a source of affordable nourishment. This ushered in a new era since Arla not only

facilitated dairy nourishment for the people but also started providing local employment. The FSSC-certified business is now a model for food safety and quality, while its solar power conversions contribute to the nation's energy goals. Arla Foods and Mutual Group joined forces in 2013 to form Arla Foods Bangladesh Ltd.



Figure 1: Packaging the products by maintaining proper hygiene and safety

In 2016, Arla Foods Bangladesh altered the dairy consumption landscape in Bangladesh. As the most cost-effective dairy nutrition alternative, “Dano Daily Pushti” was introduced to serve the mass population or the base of the pyramid. Now, a BDT 10 sachet provides a full glass of milk and is readily available and inexpensive.

However, there is more to Arla's presence in Bangladesh than meets the eye. The company's history in this country has been marked by a commitment to sustainable business practices and proactive concern for community welfare. This indicates that the organization communicates its core principles not only to its internal stakeholders but also to its clients, consumers, and other relevant parties.

As part of its commitment to sustainability, Arla Foods Bangladesh has executed various social projects to date. In 2020 alone, when the epidemic swept the globe, Arla Foods Bangladesh distributed free milk to 16 humanitarian organizations in 23 regions of Bangladesh. Since 2021, Arla has reached out to more than 2.6 million people in Bangladesh with cheap milk, education about nutrition, and information about COVID-19.

Arla, in collaboration with three other NGOs and with the help of the Danish International Development Agency (DANIDA), has launched the “Pushti Ambassador Partnership” to promote dairy nutrition, empowering 5,000 rural women economically through the affordable powder milk Dano Daily Pushti.

Arla Bangladesh has started a recycling program for its foils (DMDP) with the help of local partners and the DANIDA Marketplace Development Program. Arla Bangladesh has partnered with Pran Dairy, a local dairy conglomerate, to demonstrate a market-driven and sustainable dairy production to increase milk productivity and quality, as well as the economic output of the local dairy value chain in Bangladesh, in line with government goals for the development of the domestic dairy sector. The main goals of the collaboration are to educate and empower smallholder farmers and help them increase the amount and quality of milk they produce.

The history of Arla in Bangladesh has been one of trust, excellence, and dedication. It blazed new trails in health and nutrition, consistently contributed to the growth of the dairy industry, and continues to generate direct and indirect job opportunities. Along with the rest of the nation, Arla Foods is celebrating fifty years of engagement and friendship with Bangladesh.

2.2.2 Mission

“Arla’s primary objective is to obtain the highest possible price for their farmers’ milk while also creating opportunities for their growth.” – As a cooperative organization possessed by milk producers, the mission is to ensure that as much profit as possible is made from milk. The milk manufacturers’ milk, and consequently achieve a substantial milk price for them, for both proprietors and various suppliers.

“More milk creates a prosperous business”

Farmers should cultivate their ranches to provide Arla with the milk we require. As the retail area expands, we can take advantage of economies of scale and expand our milk business. Our mission is to always give our current and potential clients and customers the products they expect.

2.2.3 Vision

“Naturally shaping the future of dairy to provide health and inspiration to the world...”

This is the vision of Arla. You can learn about the various components of our vision below.

Creating the future of the dairy industry

As a part of our DNA that can be proven is our constant desire to improve and make things better and more unique. Since the beginning of this favorable development 130 years ago, milk producers and their partners have collaborated to create a normal future in the dairy industry. Their triumphs throughout the years have laid the foundation for Arla Foods, which is now one of the leading dairy companies in the world.

2.2.4 Industry Scenario:

Bangladesh experts have a significant point of convergence on the improvement of the dairy sector as the final choice for achieving autonomy with the objective of boosting milk production with high quality. The approved Livestock and Dairy Development Project (LDDP) may need to leave a lasting impression on the government agency's work to improve the area.

This ambitious initiative has been implemented by the Department of Livestock Services (DLS). The current DLS has a startlingly climate-friendly team that is aiming to further improve the dairy industry. However, the DLS needs authentic information and cooperation from all participants in the dairy supply chain. Keeping this in mind, the ongoing improvements with the levy increase to utilize a portion of the dairy ranchers and their activities (exemplified on the highways) are critical issues for the dairy sector at present.

Recently, there have been several reports relating to rising dairy taxes, which have become their sole issue. Nonetheless, tax-related matters have not been associated with actual occurrences. There is a debate within the dairy supply chain on whether a levy rebate or tariff increase is an effective way of expanding the dairy industry. On the one hand, global dairy organizations and dairy merchants need to focus on expanding the dairy industry. On the other hand, experts need to make sure that business growth is done in an ethical way.

The milk market is quite competitive. There are numerous competitors still in business. In the dairy market, there are more than ten competing companies. The two closest competitors to Arla Foods Bangladesh Limited are “Imprints” and “Confirmation.” In addition, there is also Nido. Nonetheless, DANO maintains a competitive advantage over its rivals due to its distribution methods, pricing strategies, and incentives for retailers.



Figure 2: Journey of Arla in Bangladesh

2.2.5 Arla Foods Bangladesh Ltd.

About Arla Foods Bangladesh Ltd.

Arla Foods Bangladesh Ltd. (AFB) is introduced in Bangladesh by the heritage brand DANO, which has been accessible there since 1962. On December 1, 2013, Arla Foods Amba and Mutual Milk Product Ltd. Joined forces to start AFB in Bangladesh. Arla is a farm-owner cooperative dairy company founded in 1882 with over 12,000 ranchers in seven countries.

Currently, it is the fourth-largest dairy company among all relevant companies in the industry. It operates in more than 100 countries, and its mission is “creating the future of dairy to offer health and inspiration to the globe, organically.” This is the vision of Arla. You can learn about the various components of our vision below: NASA partners with Arla to provide food.

Our Vision (Bangladesh)

Bangladesh has advanced at an exceptional rate over the long term, although the disease remains a significant barrier. Consequently, Arla’s aim in Bangladesh is “Enriching Bangladesh with the goodness of dairy, naturally,” which aligns nicely with the organization’s worldwide vision of “Creating the future of dairy to offer health and inspiration to the earth, naturally.”

Our People

As of present, Arla Foods Bangladesh Ltd. Directly employs 170 people and indirectly employs around 1,500 people as an SR, distributor, CM, and local provider. Individuals continually contribute their individuality and create an exceptional work atmosphere.

Our Portfolio of products:

DANO Power, DANO Daily Pushti, DANO Growth Shokti, and ARLA UHT, are AFB’s current brand lineup. The summary doesn’t give a clear answer; the company has the right to change its image and SKU portfolio as it sees fit.



Figure 3: Portfolio of Arla's product

- **DANO Power:** Dano Power is a full-cream milk powder that has a natural milk source and is a natural source of energy for your children and family. This well-known product is made of ingredients similar to cow’s milk and tastes creamy. In addition to being rich in vitamins A and D3, DANO Power also has a high concentration of calcium, which is essential for the growth, development, and maintenance of the human body, brain, bones, and teeth.
- **DANO Daily Pushti:** DANO Daily Pushti is a nutritious, cost-effective option for the entire family. Produced with high-quality milk ingredients, it offers calcium, protein, and essential vitamins and minerals for your family’s daily health. It is also suitable for milk-based beverages and dishes. It is another Arla best-seller due to its delicious flavor, high quality, and reasonable pricing.

- **DANO Sterilized Cream:** DANO Sterilized Cream is imported directly from Europe and is ideal for desserts. Its rich texture and high quality make both sweet and savory dishes taste better.
- **DANO Growth Shokti:** Dano Growth Shokti, it's a combination of milk fat and vegetable fat and fortified with double vit- d and calcium. Very famous among the household, especially the kids in the house.

2.2.6 The physical flow of the finished product:

AFB hires a distributor to distribute its product range and guarantees that its product reaches the final consumer through retailers and wholesalers. The following diagram gives an overview of the AFB's flow of finished goods:



Figure 4: Physical flow of finished product

2.2.7 Competitors:

Current Dano market competitors include the following:

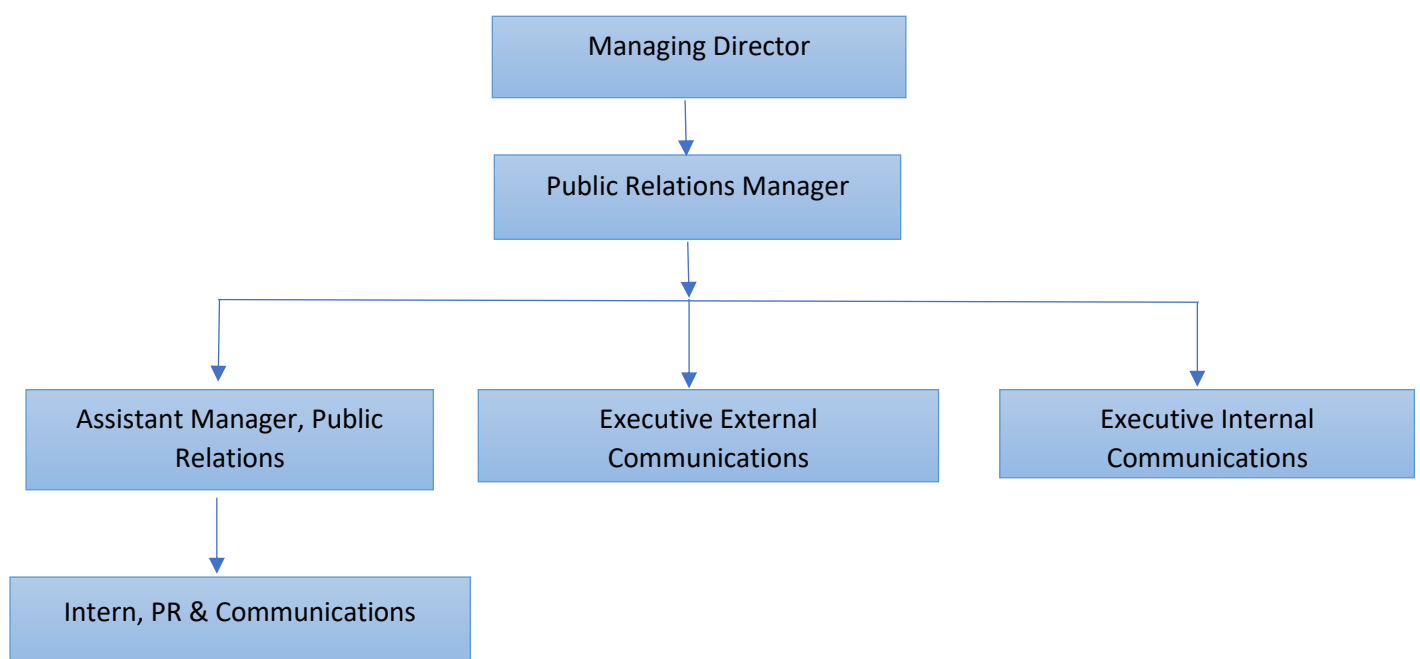
- Marks Full Cream Milk Powder
- Diploma Instant Full Cream Milk Powder
- Nido Forti Grow Full Cream Milk Powder
- Anchor Fortified Full Cream Milk Powder
- Fresh Full Cream Milk Powder
- Red Cow Instant Full Cream Milk Powder
- Farmland Gold Instant Full Cream Milk Powder
- Aarong Full Cream Milk Powder



Figure 5: Competitors of DANO

2.2.8 Organogram:

Organogram for the Department of PR & Communications



2.3 Management Practices:

2.3.1 Leadership styles:

According to Terry (1968), “leadership” refers to the relationship in which the leader motivates the followers to perform tasks together on their own will to attain what the leader desires. Arla Foods Bangladesh strictly follows a mixed form of leadership. They use a democratic or participatory style of leadership because they want to encourage the creativity of their employees when they plan different programs or projects. However, Arla Foods doesn’t like to push from the backside; rather, they believe that employees are capable enough to take responsibility for doing their job on time. In addition, democratic leadership is known as the leadership approach that involves the contribution of all team members in the decision-making process (The University of Arizona, 2022). A mixed style is used because of what each employee knows, what skills they have, and what tasks they are given. Executive-level professionals and top-level management teams work best with democratic leadership because they have a lot of experience and can take part in planning.

But autocratic leadership works best for new employees and field teams, who need constant direction and encouragement from their supervisors to do their jobs well. Also, their skill level and the tasks they are given work best with the “do what I say” style of leadership.

2.3.2 Recruitment & Selection Process

Recruitment and selection are the processes of searching for and identifying the “appropriate” candidate for a given post among the “wrong” individuals. This technique involves developing predictions about future behavior and organizational needs so that the most qualified individual for a certain job can be selected (Newell, 2005). The human resources department of Arla Foods coordinates all the recruitment and selection procedures. From publicizing job openings to selecting prospective workers, Arla Foods takes care to recruit competent and enthusiastic individuals. The HR team posts job openings on job platforms based on business needs. Nonetheless, they also do recruitment based on internal references.

Marketing, sales, human resources, and other departments frequently provide homegrown talent that is promoted based on their competency. Arla Foods has a rigorous recruitment procedure to choose the most qualified candidates. Therefore, an applicant must pass a PI test and a two-step interview in order to be hired by this organization. All requirements and procedure phases must be completed by the applicant. Through email and phone calls, Arla Foods guarantees that all required information is communicated to each applicant during the hiring process.

Additionally, each applicant’s previous career history is scrutinized in depth. In addition, a candidate’s physical and mental condition is also taken into account. Arla Foods believes in providing equal opportunity to all individuals. Consequently, the entire recruitment procedure is open to everyone.

2.3.3 Compensation System

Martocchio (2011) says that compensation includes both the monetary and non-monetary benefits that employees get as well as how they feel after doing their jobs. Human Resource Managers at Arla Foods come up with salary and benefit plans to encourage their employees to do a good job and stay interested in their jobs over the course of their careers. Arla Foods gives its employees benefits that aren't common in the industry, in addition to their standard pay. Here are some of these benefits: Every employee at Arla gets a modest base salary that varies based on their experience and credentials. They get two-holiday bonuses every year on top of their base pay. Most companies give their employees two-holiday bonuses. At Arla Foods, they also get extra bonuses based on how well they do their jobs, regardless of their position. Arla Foods also gives all of its employees, including those at the corporate head office, the factory, and the executive level, official transportation in high-quality cars that are spread around the Dhaka metropolitan area. Arla Foods, on the other hand, cares a lot about its employees' health, which is why they have great gyms with top-notch trainers. Also, Arla Foods' facilities are kept in good shape and were built with cleanliness in mind at every step.

There is also the possibility of getting paid time off. Every worker gets a certain number of days off, which they can use as needed, like annual leave. If they do not require the leaves, they may receive cash in the same amount. Moreover, employees at Arla Foods also get health insurance. In addition to that, any member (spouse, children, maximum 2) also gets health benefits, for example, doctor's visits, health expenses, etc. The FMCG sector has written standards for things like compensation packages, salaries, pay scales, recognition, administration, leave policies, and insurance. BY INC. STAFF, INC., EDITORIAL (n.d.) Equal Treatment Plans for Creating Jobs, Classifications of Employees, Time at work, getting paid and spare funds, Health Insurance, Meal, and break intervals, Leave policy, Annual leave or holidays.

2.3.4 Training and Development

Training and development are strategic tools used to improve company results by commencing educational activities designed to enhance the work performance of an individual or group inside an organization (IBM, n.d.). There are two available training courses at Arla Foods Bangladesh Ltd. The first involves the study of Quality Management Systems (QMS), while the second involves on-the-job training.

To maintain the company's high standards, management provides a variety of quality training and workshops. In addition, there are plans for on-the-job training. If an employee requires further training, for example, the supervisor will supply it. Consequently, the human resources' function uses training and development to inspire personnel inside a firm. Regularly, these important tools are utilized to cultivate the talents and skills of employees, consequently boosting their performance in their current position. Several educational opportunities are provided by the organization to aid individuals in reaching their goals. The process of enhancing an employee's knowledge, skills, and talents is known as training. (n.d.) Promotion and Instruction When a new employee joins Arla, the company provides job-related training to guarantee that the individual performs effectively in the assigned responsibilities, allowing the worker to contribute more to the company's success. Arla Foods' training program aims to ensure that qualified and appropriately trained personnel are always on hand and that qualified

individuals at all organizational levels are identified as potential replacements. Everyone at Arla Foods is therefore committed to education.

2.3.5 Performance Appraisal System

Performance appraisal is a way to compare a person's contribution and performance to the organization's goals, find out what each person does well and where they can improve, and see if the goals have been met. This helps the company plan and develop for the future (Daoanis, 2012). There are two ways to judge something. One is a review done every year. It is a way to evaluate yourself. In this process, the appraiser is given a form called the BAROMETER, where the leader or line manager of the department or a supervisor may do the evaluation.

Recognizing and rewarding hard work, determination, and outcomes are essential components of promoting a performance-driven culture inside an organization. The contribution of the employee should exceed what is expected of him or her in the role. This may be an isolated incident or the outcome of sustained high performance over time. Monthly, quarterly, and annual performance evaluations exist. However, there are also several employee recognition awards for the employees, such as the MD's award, which recognizes the best speed of execution, the best initiative, the best process improvement, the best customer service, the best collaboration, etc.

2.4 Marketing Practices

The American Marketing Association (AMA, 2017) defines marketing as the process of making, communicating, delivering, and exchanging valuable offers for customers, clients, business partners, and society as a whole. Arla Foods Bangladesh Ltd. Is one of the most successful FMCG companies in Bangladesh. The business set up a full-fledged marketing division to handle all of its marketing tasks. The marketing department is in charge of doing big things that set Arla Foods apart from its competitors. As part of its marketing plan, it has made different kinds of dairy products to meet the needs of its customers. Kotler et al. (2017) say that a company's brands are valuable assets that represent everything to consumers about a product or service. Since the company cares a lot about how satisfied its customers are, it makes sure that every product tastes great and healthy. Arla Foods also puts a lot of thought into how these products are packaged. They are designed and improved all the time to attract customers and be environmentally friendly as well. Arla Foods also believes in making high-quality products, but the prices are much more reasonable for customers. For example, Arla Dano Daily Pusti Milk Powder, per 18 g, costs only TK 10. Since most of the customers are from the lower and upper middle classes in Bangladesh, a low-cost pricing strategy is used to get an edge in the market. A low-cost pricing strategy uses a low price to increase sales and market share (MBS, n.d.). Not only that, but customers can also take advantage of different deals and discounts.

In addition, Arla Foods Ingredients offers more than just milk powder for sale. The buyer development group is concerned about the nutritional needs of individuals of all ages and the desires of different regions for different types of food. To do this, routine surveys are conducted to learn the milk powder preferences, usage patterns, and consumption levels of consumers in various markets. The data acquired is useful for understanding the characteristics of the current clientele and possible developments in the future. Dhaka Central, Dhaka North, Dhaka South,

Chittagong, Comilla, Sylhet, Khulna, Barisal, and Bogra are the nine regions into which Arla Foods Bangladesh Ltd. has divided its market. To increase sales among specific demographics, ARLA also manipulated the public's perception of its products through strategic marketing. Most businesses choose one of many strategies when deciding which market niche to serve, including narrowing in on a certain subset, specializing in a single product or service, targeting a specific customer demographic, or expanding into an entirely new market. Arla Foods appears to be employing a "product specialization strategy" in light of the company's current approach to marketing. At Aral Foods, we specialize in marketing a single product to a wide variety of customers. This contributes to its credibility in that market.

2.5 Financial and Accounting Practices:

2.5.1 Financial Practices:

The accounts department of Arla Foods Bangladesh is managed by a team of qualified individuals. The team handles all business-related transactions in accordance with the company's norms and regulations. In addition, based on the requirements of the stakeholders, employees generate the required financial reports. The expenditures, bills, debts, and financial accounts of the company are recorded and kept current. Their financial reports provide investors and other interested stakeholders with information regarding revenue generation.

As the company respects the decisions of those in charge of it, it couldn't share sensitive information about its finance department. To maintain its secrecy Arla Foods Bangladesh didn't disclose any journals or statements from which I could gather relevant information about their financial situation; however, I have looked into their global annual report, but those reports don't signify any role for the internship study report in terms of Bangladesh. Rather, the consolidated annual report consists of Arla's global transactions, which reflect that after the pandemic, the company's inventory turnover was high, and it faced lots of challenges to overcome the pandemic, which affected the business. However, Bangladesh's scenario was different; so many publications and journals stated that after the pandemic, Bangladesh surprisingly flourished in its business.

2.5.2 Accounting Practices:

The accounts department of Arla Foods Bangladesh maintains thorough records of each transaction's financial information. The accounting cycle consists of recognizing and evaluating transactions, recording transactions to the ledger, producing an unadjusted trial balance, modifying the entries after a period, and completing an adjusted trial balance. "Accounting Cycle" defines the accounting cycle as the process of identifying, classifying, and analyzing a company's transactions during a certain accounting period. In addition, Arla Foods Bangladesh workers prepare financial statements in accordance with applicable accounting and financial standards. These financial statements comply with the Bangladesh Securities and Exchange Rules of 1987. For projecting future transactions, the accounts department also maintains historical financial documents such as balance sheets, annual reports, revenue growth, and income growth.

2.6 Operations Management and Information System Practices:

Operations management is the part of management that deals with controlling and planning how goods or services are made (The Economic Times, n.d.). Since Arla Foods cares about its quality policy and wants to get the most out of its resources, it is up to its employees to make sure that everything runs smoothly. Arla uses an app they made themselves called “Success Factor” to gather and update information. If you log in to Success Factor, you can find out about each department. Here, you can find information about employees, their companies, their jobs, their positions in the company, and their email addresses. Aside from this, Arla uses Office 360, which can only be accessed with the G Suite account that Arla gives you. Arla uses MS Teams for meetings and discussions with its employees. Arla uses the MS Outlook program to send and receive emails.

Further, the quality (QESH) control team reviews the results of each quality control test for analysis and to ensure that the production process is continuously improving. The wide geographic range necessitates having two department directors oversee sales. Sales in Bangladesh are broken down into nine regions. The three provincial and regional administrators in Dhaka South, Dhaka North, and Dhaka Central are responsible for their respective provincial and regional organizations. They have a direct line of reporting to the Central Zone Head of Sales. Khulna, Barisal, Bogra, Chittagong, Comilla, and Sylhet make up the other six regions that make up the East and West zones, respectively. Sales managers at the regional and district levels are in charge of these six regions. From one end of the country to the other, there are 51 domains, each of which is managed by a representative from one of the regions.

Technology has helped to improve sales services. Arla Foods Bangladesh has also set up a department called MIS to collect, store, and share information. For managing the office, the MIS team uses certain software. Introducing Arla’s “Compass” changed the sales force size. Retailers can order from salespeople using the compass. Arla values speed over quality, thus they take orders by hand. Thus, outlets and their coverage increased rapidly. It takes orders and researches the market. Compass provides details about sales. Compass also tracks SR performance. It displays market sales and returns. Compass also simplifies annual and monthly reports. Compass works in around half our area. We hand-take orders outside the city, but we plan to have full coverage in a few years. It costs the company a lot. We’re adding goods to utilize the Compass app everywhere, but the ROI is lower. Calling cards are an old-fashioned means to track sales outside the compass. Salespeople hand-type orders on order sheets. He enrolls on his telephone card. Each territory officer collects and provides feedback online.

2.7 PR & Communications Practices:

Being a very humble organization, Arla Foods doesn't want to come into the limelight. Rather, they choose public relations experts to shape the image of an organization. They build the brand, convey the organization's message, and, when necessary, reduce the effect of unfavorable publicity. Media houses are utilized by Arla Foods Bangladesh to promote the organization and build a favorable public opinion of the brand. PR is also the practice of managing the brand and communications of a company, particularly during times of crisis. Moreover, public relations create relationships with a variety of audiences based on the business's goal, such as various media outlets and several social organizations for their

sustainable projects. PR excels at establishing relationships with the media, investors, government, community, customers, and/or internal staff. Moreover, PR effectively delivers a targeted message to its selected audiences. Nonetheless, Arla only contacts those who need to be informed about their work. The internal communications and PR department of Arla Foods performs all PR responsibilities. PR often manages all parts of an organization's or person's media presence, such as company publications and press releases. Depending on the size and scope of the firm, this group can range from a single employee to dozens of workers. The public relations functions of Arla Foods include media strategy, media outlets, internal communications between management, employees, and subsidiaries, business-to-business partnerships, strategic communication aimed at achieving an organization-specific objective, issue management, crisis management, and handling events that could damage an organization's image. Moreover, in employee branding, PR plays a vital role. The intention of public relations is to position the company in such a way that employees perceive it as a desirable place to work.

Promote the organization and foster a favorable public image. In comparison to other firms, Arla Foods has a defined guideline or standard operating procedure (SOP) for public relations and communications to promote their products and influence customers. The best PR and communication practices of Arla Foods are:

- ✓ Periodic meetings, such as daily, monthly, quarterly, and annually, to share ideas and viewpoints with their cross-functional stakeholders
- ✓ Inquire about employees' products and competitiveness
- ✓ Make the message (the choice) simple and available to everyone
- ✓ Take appropriate measures or actions in light of the result
- ✓ Determine your target audience, customers, and competitors
- ✓ Instruct the team on how to tackle obstacles in accordance with the code of business conduct
- ✓ Deliver the proper message to the proper audience at the proper moment
- ✓ A self-management system is being put in place because of how the brand is seen and what the job entails
- ✓ Active participation in various organizational activities that further the mission and goals of the organization
- ✓ Get news and opinions about the market from social media and the press, and then share them quickly with the right outlets or departments

2.8 Industry and Competitive Analysis:

2.8.1 Porter's Five Forces Analysis:

Porter's five forces analysis is a way to find and analyze the five competitive forces a company faces. It also helps to figure out how much economic value each of these forces has (Porter, 1979).

- **Rivalry among existing competitors:** Industry rivalry is somewhat intense. There are numerous existing businesses. But few of them can be described as formidable opponents. For example, Diploma, Fresh, and Nido. However, DANO offers a variety of SKUs, reducing competition to a minimum.

- **Bargaining power of suppliers:** Additionally, the bargaining power of suppliers is negligible. The Arla items are shipped directly from Denmark to the Gazipur facility in Konabari. Therefore, the company itself is the supplier. This indicates that the corporation has minimal negotiating leverage.
- **Bargaining power of customers:** Since distributors sell products all over the nation and BSTI sets the MRP and quality, the buyer has very little bargaining power.
- **Threat of new entrants:** In this way, Arla Foods is facing a moderate threat because it already has a loyal customer base. It also keeps making improvements to its products to reduce its limitations. (Dano) Arla already has a strong brand value, so customers won't switch to the new brand. It is expected that it will take time for the new companies to become a serious threat to Arla if they can keep the good reputation of their brand by always improving.
- **Threat of substitutes:** There is a chance that other products could be used instead. The milk from the rival company comes in flavors like chocolate, mango, and strawberry. Since kids like flavored milk, there is a risk that they will switch to something else. However, Arla has this flavored milk, but it is difficult to find in stores.

2.8.2 SWOT Analysis:

SWOT analysis is a strategic planning tool that helps a business or project team figure out what its strengths, weaknesses, opportunities, and threats are (Thompson et al., 2020). The SWOT analysis of Arla Foods Bangladesh Ltd. is displayed in Table I.

Table 1: SWOT Analysis of Arla Foods Bangladesh Ltd.

Strength	Weakness
• Farmer cooperative organization • Capable of sustaining high standards • Strong brand reputation • Excellent work atmosphere • Highly competent employee • Actively satisfy the clients' obligations • Adequate distribution capacity	• Limited number of product classifications • High operational expenses • Fewer industrial clients
Threats	Opportunity
• Local supplier stability in the market's prices • Political uncertainty • Shipping activity • Demand fluctuations in the market • Threat in customer preference	• Market expansion • Increasing market demand

Based on the SWOT analysis, Arla Foods Bangladesh Ltd., has a strong brand reputation, a loyal customer base, enough financial resources, and can provide quality products at a lower price than its rivals. Since Arla Foods is a farmer-owned organization, which is its primary strength, the corporation can guarantee the product's quality. Additionally, they never sacrifice product quality, actively meeting customers' commitments. Moreover, it can reach a lot of customers through its wide distribution channels. Though Arla Foods Bangladesh is a strong competitor in the market, its weaknesses, such as a narrow product line, lack of new products, a limited number of product classifications, high operational expenses, fewer industrial clients, and other internal issues, make it vulnerable to its competitors. Taking into account all the factors in the Bangladeshi milk market, there is a very good chance of getting more market share. Customers these days want products that are good and full. Industry sales can also find customers in industries that are growing all the time. Getting more people to drink milk is also

a way to get a bigger share of the market. Finally, the recent energy shortage and ever-changing consumer preferences are major threats to Arla Foods Bangladesh.

2.9 Summary and Conclusion

This chapter's goal is to talk briefly about the chosen organization's vision, mission, management, marketing, and operational practices, as well as to do a competitive analysis of the industry as it is now. Since Arla Foods Bangladesh Limited is the chosen company, the first few sub-chapters show how Arla Foods has grown in the FMCG industry. Also, it shows that Arla is much more interested in finding out what consumers want and coming up with better products at prices that people can afford. This chapter talks about how the leadership style is a mix of participative and autocratic, depending on the employees' knowledge, skills, and position in the company. This chapter also talks about how Arla Foods uses fair hiring practices to find the best candidates. It also talks about pay and benefits, such as transportation, lunch, earned leave, bonuses, and discounts, in addition to the base pay. Not only that, but Arla also gives its employees training in quality management systems (QMS) and on-the-job training. They are also regularly evaluated based on how well they do their jobs. Also, this chapter shows that Arla Foods' marketing mix is all about making high-quality goods that are easy to find and affordable for people from upper-middle-income to lower-middle-income families. Arla Foods has also set up departments for operations and management information systems (MIS) to make sure that quality is kept up and that information is processed, stored, and shared with all stakeholders as efficiently as possible.

In the last part of this chapter, we talk about competitive analysis, such as Porter's five forces factors, which show that Arla Foods is a strong competitor because it faces low-to-medium threats in all areas except competition. The last part of this chapter is a SWOT analysis of Arla Foods, which shows that its strengths are in its brand reputation, its finances, and its customer base. Also, things like power outages and changes in what customers want in a market with a lot of competitors can be dangerous for the company. Even though Arla Foods has these weaknesses and threats, it still has a chance to become the market leader by expanding its products into new markets.

2.10 Recommendation

Arla Foods' SWOT Analysis shows some of its most important challenges and opportunities. Since Arla Foods is already a well-known brand, it has a huge chance to grow its product line by coming up with new ideas. So, putting together a research and development team that works well can help come up with new products that will attract the attention of a new market base. Based on Porter's Five Forces Analysis, some Arla Foods brands could be replaced by similar products. But this risk can be avoided by making new products, which will only be possible if the company puts more money into making its existing products better. Also, changing consumer tastes can be an opportunity for Arla Foods if the company takes the steps it needs to make new products to meet its needs. Lastly, Arla Foods should be aware of the changes and trends in the industry so that it can take steps to avoid failure and stay at the top of the market.

CHAPTER 03: PROJECT PART

An elementary study on how Arla Foods influence employees' preferences in a culturally diverse workplace

3.1 Introduction

This chapter includes a brief context and literature review of the management of diversity and cultural interchange in various countries. How Arla Foods Bangladesh implemented cultural diversity in the workplace, including hiring individuals from many backgrounds, regardless of ethnicity, religion, or culture. It also includes the paper's aims. This chapter also talks about the research methods that were used. In addition, the results of the investigation and analysis are presented in this chapter. In addition, it includes a summary and the findings of the study. Finally, the chapter finishes with advice and consequences regarding diversity management challenges.

3.1.1 Background of the Study:

Diversity is one of the most often discussed business topics worldwide. Despite the term's prevalence among professionals and academics, developing a definitive definition for it remains difficult due to varying opinions (Coulter and Robbins, 2014). Traditional dictionary definitions of diversity include variety, distinction, and multidisciplinary. In addition, one of the definitions relates to the practice of incorporating individuals from a variety of social and cultural origins, as well as those of diverse genders, ages, and sexual orientations (Saxena, 2014). In the 21st century, the idea of diversity in the corporate world has grown to encompass much more than the superficial distinctiveness of individuals, even though classic definitions provide a stereotyped summary of the concept (Coulter and Robbins, 2014).

A diverse workforce brings together people who are both different and the same (Saxena, 2014). In contrast to what most people think about diversity, the new millennium has changed to take into account both what employees have in common and what makes them different. Also, a diverse workforce includes not only people from different backgrounds but also people with different values, ideas, personalities, and work preferences (Coulter and Robbins, 2014). People think that demographic differences are just the tip of the iceberg, while things like negotiation, communication, and behavior can have a big effect on an organization (Coulter and Robbins, 2014). In short, workforce diversity means that a variety of people from different or similar backgrounds who have different or similar inner traits can work at the same company (Saxena, 2014).

3.1.2 Literature Review:

Managing a diverse workforce presents numerous obstacles. From communication gaps to dispute resolution, managers must overcome challenging obstacles to maintain workplace harmony. First, prejudice against minority groups is a significant problem. The New Indian Express (2019) reported that in Singapore, over 22.3% of Malays and 20.8% of Indians experienced discrimination when looking for employment owing to their ethnic and religious identities. Similarly, another study reveals that approximately 31% of young African Americans were refused work engagement and faced various forms of workplace discrimination (Lloyed, 2021). Age is also a determinant, as almost 17% of black men older than age 40 reported racial prejudice (Lloyed, 2021). According to Levitz and Shishkin (2019), in addition to racial and ethnic discrimination, there are other forms of personal bias, such as older employees being more susceptible to layoffs due to their high compensation. Furthermore, the age gap has a crucial effect on employee communication. A study of the nursing community, for instance, demonstrates that generational differences among nurses might lead to potential conflict. As a result of their regard for baby boomer leaders, generation X and millennial nurses favor a work-life balance approach and discourage overtime. If not resolved with care, these unresolved disagreements can become serious concerns in the future (Sherman, 2006). In Bangladesh, culture plays an important role in managing the diversity of the workforce. Due to the huge power disparity between subordinates and managers, employees tend to assume that their superiors do not share all information, which can lead to a degree of lack of transparency and misunderstanding (Abdullah et al., 2011). Dealing with unconscious bias in the workplace is a further significant difficulty. Many firms have adopted the practice of hiring or promoting individuals based on their personal preferences (Hassan, 2019). Moreover, local, and multinational firms operating in Bangladesh struggle to adapt their management cultures to accommodate new hires (Kar, 2017). Due to corporate culture, it is still thought difficult to manage flexible working hours, provide maternity leaves, and accommodate people with impairments, for instance. In addition, the gender gap in managerial roles demonstrates the absence of diversity in positions of authority. For instance, the lack of women in high management positions demonstrates the lack of diversity in the Bangladeshi development industry (Zebin, 2021). In addition, trans employees were subject to harassment and bullying in the workplace. They also reported feeling excluded and having their thoughts rejected because of their identity (Hafiz et al., 2022).

Diversity and cultural exchange in an organization achieves its intended purpose, which is to build and maintain relationships. However, Maureen Wild said, "It is remarkable how productivity, morale, and customer service improve when people respect one another and get along in the workplace". Cross-functional teams bring a variety of experience, expertise, and information to the table. This diversity can promote broaden perspectives and produce synergy, in which the interaction between individuals has a stronger impact on the organization. Cross-functional stakeholder engagement decorates for everyone's benefit surrounded by the company especially public relations plays a vital role in any organization for their success. However, stakeholders come from the discipline of related areas—marketing, advertising, sales & operation, supply chain, HR, and external media houses, and many more. A company with a poor employer brand, on the other hand, is unlikely to attract qualified and talented candidates, no matter how appealing the employee benefits are (Wiley, 2012). IMC is defined as a cross-functional approach for developing and sustaining profitable connections with customers and other stakeholders by controlling or influencing all messages transmitted to these groups and fostering data-driven, meaningful communication with them (Duncan, 2002, p. 8). In a healthy corporate culture, all employees are aware of and agree with the organization's aims and values

(Flamholtz & Randle, 2012). Hartnell et al. (2011) say that company managers use a successful organizational culture to shape employee attitudes, improve operational effectiveness, and improve the financial performance of the organization. Carrel et al. (2000) found that organizations with experience and a good reputation for dealing with diversity are more likely to get the best employees. Diversity in the workplace leads to a competitive advantage, as different points of view can create new and creative ways of solving problems that increase creativity and innovation, which in turn improve the performance of the organization (Allen et al., 2004). According to Wiewiora et al. (2014), business managers implement an effective organizational culture to foster teamwork and an environment of information sharing. In a good organizational culture, management and workers work together to improve the organization's performance (Childress, 2013; Schein, 2010).

3.1.3 Objective:

General Objective:

To see how well the organization's ideas and ways of working with people from different cultures fit together.

Specific Objective:

- To identify and analyze the key cross-functional stakeholders of Arla Foods Bangladesh
- To evaluate the effectiveness of strategies used by Arla Foods Bangladesh while managing its relationships with different cross-functional people.
- Understand employee preferences in the workplace from their perspective.
- To provide recommendations for improving some elements to create a better workplace.

3.1.4 Significance

This research will be very useful for the study of how Bangladesh will handle diversity in the workplace. In this research, I looked at the opportunities that came up at work when managing diversity and culture. To do this, I have talked to people in the management of various departments and also to several employees of well-known companies in the country. So, this research is significant because it shows the important aspects of workforce diversification in local and multinational companies all over the country. In the modern era, recruiters will gain an understanding of the primary thoughts' employees have when selecting any organization as their workplace. Accordingly, job recruiters and policymakers can work proactively to make sure that foreign talents feel at ease working in Bangladesh. Also, academics and researchers will be able to use this paper to do more research from different points of view to find long-term ways to address the opportunity of managing diversity in Bangladesh. Also, students who will work in the real world one day will learn how to get themselves ready for a great organizational environment.

3.2 Methodology:

Based on how the data is collected, there are generally three types of research: qualitative, quantitative, and mixed. Qualitative research is a way to learn more about social phenomena by asking questions repeatedly (Aspers & Corte, 2019). It is a type of research that gathers information through conversations that can go in any direction. Most of the time, this kind of research is done in the social sciences, like anthropology, psychology, and sociology. The way the qualitative research method is set up shows how the respondent thinks and acts about a related topic. Because of this, in-depth interviews, focus group discussions, content analysis, and case studies are all well-known qualitative research methods ("Qualitative Research: Definition, Types, Methods, and Examples 2022). Quantitative research is a methodical look at certain events based on data that can be measured. This type of research uses statistical, mathematical, or technological methods to analyze data collected through different sampling methods, such as online surveys, polls, questionnaires, and other forms of data collection ("Qualitative Research: Definition, Types, Methods, and Examples," 2022). The mixed research method is used to come up with a way to study that combines philosophical assumptions and methods of inquiry. This type of research combines qualitative and quantitative research methods to give a fuller picture of a research problem than either method alone (Creswell and Clark, 2007).

However, for this study, a qualitative research method was chosen because the goal is to find and analyze how the organization deals with cultural diversity. It will also look at how the relationships between cross-functional stakeholders affect diversity and cultural exchange. An interview was conducted for primary data; however, personal monitoring was done throughout the internship program. Secondary data was collected from AFB's official website, different credentials resources, journals, and articles. As it is a self-selected sampling, the sample size was 9, and all of the respondents are from Arla Foods Bangladesh.

3.2.1 Interview

There are many different ways to gather information. Due to a lack of time and money, however, this study used semi-structured interviews. Some questions are planned ahead of time for a semi-structured interview. The rest of the questions, on the other hand, are mostly conversational and were not set up ahead of time to allow for free exploration of the topic (Harrell and Bradley, 2009). This experimental study chose this method to find and study how organizations handle diversity management.

3.2.2 Sampling Method

This study uses the convenience sampling method because the people taking part have busy lives and need to be able to change their plans quickly. The convenience sampling method is a non-probability sampling method that collects information from people who are easy to get in touch with ("Convenience Sampling: Research Methodology 2022). In this type of sampling, there were no inclusive criteria used before the participants were chosen. For this study, interviews were done with nine management professionals from different fields, such as FMCG, RMG, tobacco, e-commerce, medical, and airline, over the course of two weeks.

3.2.3 Thematic Analysis

Because the sample size was small, the data had to be looked at by hand. The goal of the thematic analysis is to figure out what the answers of the participants mean. After the interviews are done, the information is written down by hand. So that the responses can be properly understood, codes are used to build categories, which form the basis of the findings and analysis section. In the next section, the primary data are presented in two main parts: the challenges of managing diversity and the solutions that the management team chose.

Even though research on employee preferences in different work cultures has focused on the ideas of employee satisfaction, brand image, and culture, it has moved forward with a relatively smooth integration of findings. This study looks at the concept and practice of diversity in the workplace from different cultural points of view. Eight people from the organization answered the interview questions about how they see and show diversity at work and how Arla encourages them to work with people from different cultures. These answers were based on both manual and computer-assisted thematic analyses. I look at how employees, both expats from other countries and people who live in the country, see what it means to work from a different point of view. In line with what was found in earlier research, conceptualization themes came up about understanding, valuing, and using differences, as well as promoting a shared identity and working together. The results also show how important it is for people to choose an organization to work for based on how well they get along with their coworkers, how satisfied they are with their jobs, and how willing they are to share what they know. The results of a demonstration of inclusive leadership focus on actions like recognizing diversity, responding to the needs and work styles of each team member, and actively listening to what they have to say. Our results also show how important it is to create places where people can share ideas and build on each other's work.

Qualitative data → Codes → Themes

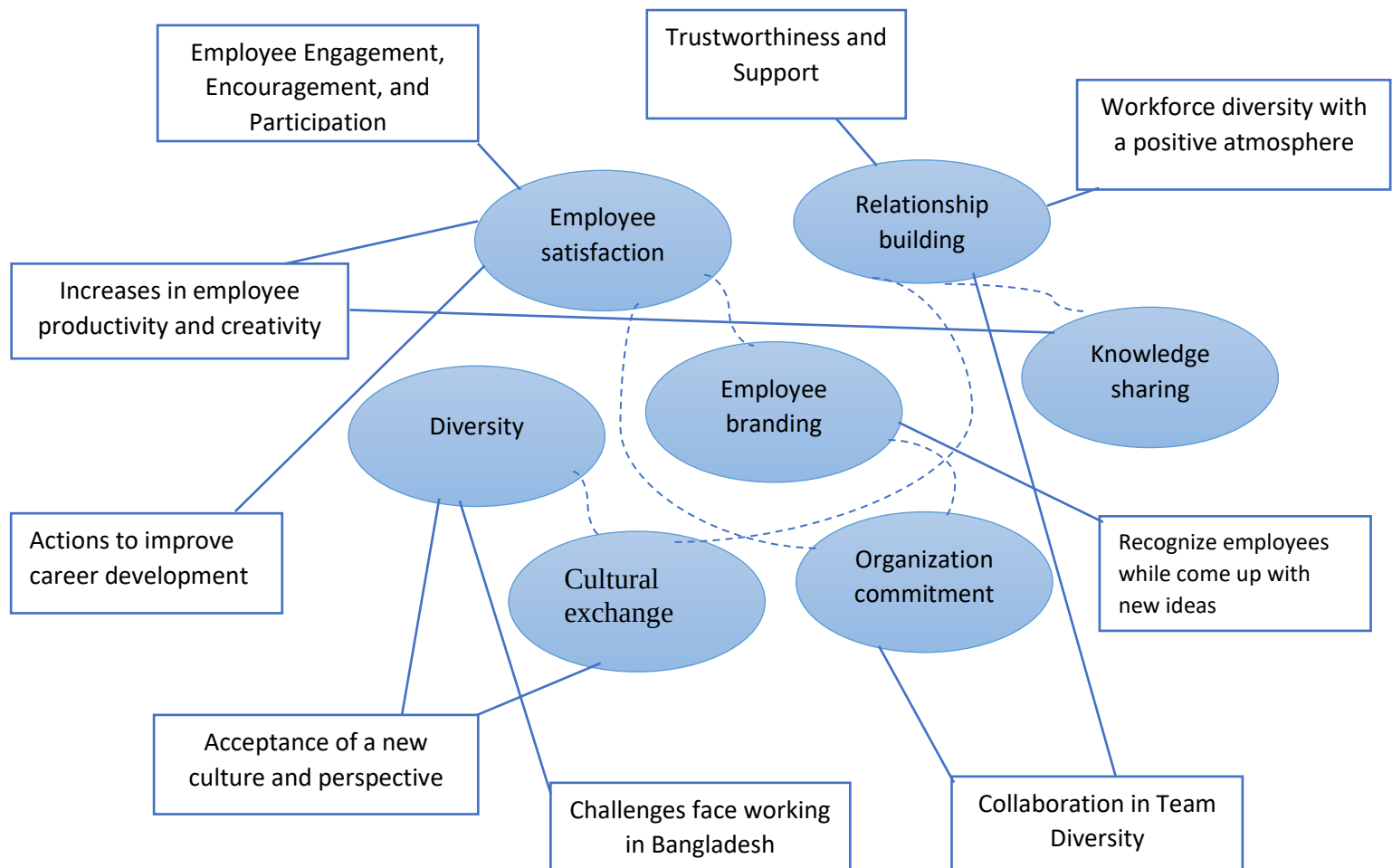
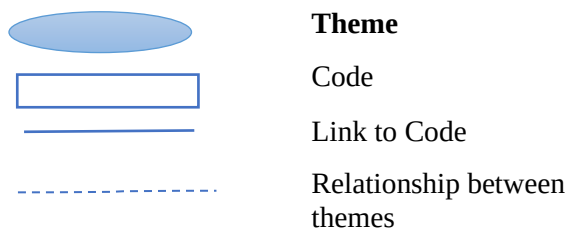


Figure 6: Diagram for Thematic Analysis



3.3 Findings and Analysis:

All my findings from this short period of time as an internship, followings are the findings and my analysis based on the available data and information as received from the concerned official engaged in their respective outlets. Therefore, knowledge gained from in-depth interviews and other forms of primary research is presented and analyzed. It demonstrates not only the benefits of diversity but also some of the opportunities that companies and countries will have.

3.3.1 Bangladesh is getting exposed to diverse work cultures and expertise:

As a result of their exposure to varied work cultures and knowledge, the human resources in Bangladesh will gain experience and become more confident moving forward. From Bangladesh's perspective, lots of foreigners are hired to work by staying in Bangladesh for a longer time. It is a very unfamiliar scenario for a country like Bangladesh; foreigners are staying here for work purposes. Sabina Yeasmin, a director at the BoI, said that the number is going up every day because more and more people from other countries are coming here to work. In this context Participant 2 shared, *"Bangladesh has a unique and rich culture of hospitality and cultural diversity."*

However, in interviews, the participant expressed that *"it is evident that there is a general acceptance and understanding of different cultures and backgrounds among Arla employees."*

Everyone feels comfortable leading his life in terms of the physical, mental, and economic situation. Though at the beginning of the work, foreigners feel uneasy, later on, they get overwhelmed by the country, and the main reason behind this encouraging issue is that the employee is proactive; they understand each other, and with the practice of diversity, they get mutual understanding. Foreign employees are staying here for longer periods for work purposes, indicating that they are dedicated to their jobs and that they are adopting and diversifying the country's culture. Both in educational and professional environments, this cultural diversity benefits everyone in the company. It was directed toward better problem-solving, increased empathy and compassion, deeper learning, and a more holistic view, which surprised other countries that Bangladesh had adopted such a diverse work culture. Resulting, Bangladesh is also leading other developing countries by serving their respected job.

3.3.2 Foreign attractions can bring opportunities for future direct investments:

Bangladesh is a developing country, and because of that, it has the 32nd-largest economy right now. Here, the income per person is going up much faster than it used to. The economy, society, and government are all stable, which means that investment opportunities and returns on investments are safe and secure and, in some ways, much more profitable than in other subcontinental countries. Even though that is five years later than India, Bangladesh already has a higher GDP per person than its neighbor. The country's goal is to have an upper-middle income by 2031.

In talking with the interviewees expressed that Bangladesh's growing economy attracts investment from outside the country in the form of foreign expatriates. They think that the country's location is great for international trade because it is close to both sea and air routes.

Bangladesh has a lot of natural gas, and its water and soil are both very good for growing things. Another good example of Arla Foods Bangladesh teaming up with a rival, PRAN, is that people generally avoid their competitors, but in this case, Arla becomes a role model in the market because they agreed on a mutual goal. Arla Foods Bangladesh just finished the first phase of a joint project with their competitor PRAN to improve the dairy industry in Bangladesh. This real-world situation helps both of them, and the companies use all of their sources of talent to grow and improve. Arla Foods Bangladesh, on the other hand, hosts BRAC dairy for knowledge sharing about hygiene factory productions. According to interviewees, this type of initiative will increase dairy sector efficiency while also opening up new opportunities for both companies.

3.3.3 Talents can feel at ease working in Bangladesh:

The main reason to hire foreign workers is to diversify the organization's knowledge base through the introduction of individuals with a variety of educational backgrounds. There is always a chance that the local workforce will lack certain skill sets, and here is where these foreign expatriates will assist in enhancing the skills of the local workforce. Therefore, it is necessary that they receive the required support from the organization. However, they answered that the difficulties they faced while working here in Bangladesh were reliability and transparency. *"Sometimes I feel like people agree on something but then don't necessarily follow through. Also, there tend to be a lot of "closed" doors or private conversations, and information is not shared enough."*

Also, one of the respondents said that there are fewer learning opportunities while working here. Another participant responded to those challenges regarding working here in Bangladesh by saying that *"certain things seem more slow-moving and take longer to complete than they should."*

However, Participant 5 contrasted that employees were eager to work through a cooperative mindset with every culture. The organization's environment plays an important role in how employees cooperate. For organizations that needed to operate conventionally with different backgrounds, in this case, the cultural communication gap between local and foreign employees is a great challenge. According to Participant 4, there is an overall understanding among everyone working at Arla Foods regarding different cultures and backgrounds. The interviewee stated that "there is general respect among employees regarding different cultures and backgrounds; however, I still believe subconscious bias and pre-existing prejudice are affecting decision-making and behavior." Similar opinions were expressed by Participant 4, who said that the perspective of working with colleagues of different cultural backgrounds contributes significantly to understanding a new culture. Almost all the respondents shared common grounds for collaboration so that everyone can feel comfortable within their workplace.

3.3.4 Employee benefits and acknowledgments:

Working with people from different cultural backgrounds has the benefit of generating new perspectives on problems, as people from different backgrounds tend to think in different ways. This is challenging to accomplish when workers from the same cultural background are tasked with analyzing the same issue. Thus, employees from various cultural backgrounds bring with them a wealth of expertise and insight that can help a business thrive. The fact that foreigners are coming to Bangladesh for work has two very distinct positives. First of all, expatriates will get to know the culture and carry Bangladesh with them physically and emotionally. They will understand the instruments of economic prosperity and social mobility while working with different cultural backgrounds and diversity. Second, collaborating with local employees will broaden the pool of knowledge from various perspectives. Diverse perspectives are essential to fostering innovation (Morgan, 1989) Arla believes that being culturally diverse encourages individuals to develop their abilities and skills. Cultural variety has been defined as "the representation, within a social system, of individuals with distinctively differing group connections of cultural significance" (Cox, 1993). A variety of views and experiences enables individuals to learn from a more diversified group of coworkers. Additionally, it can promote problem-solving skills, pleasure, productivity, and innovation. In addition, a diverse team will bring different fresh ideas and novel approaches to challenges, as well as access to global markets and a more rewarding work environment because everyone will be from a different culture and experience. When phenotype and culture are similar, career outcomes are more likely to be good than when they are different (Cox, 1993, p. 62). Such organizations have a deeper comprehension of the legal, political, social, economic, and cultural requirements of foreign nations (Adler, 1991).

In a diverse workplace, employees become more proactive, increasing productivity, creativity, and credibility. Employees get the know-how to work with different stakeholders effectively. The turnover rate goes down when the organization adopts a new dimension of culture because they learn to respect each culture and each individual. The respondent stated in the interview that, *"Bangladesh has a richly diverse culture and is very welcoming to newcomers and new thoughts, even if it takes time to understand, but they still show enthusiasm for knowing different things."*

For example, work-life balance is a very crucial thing in a country like Bangladesh. In our country, both employees and employers are unaware of the significance of work-life balance for any individual. In organizations, they almost neglect this important aspect of work life. Whereas an organization like Arla Foods Bangladesh has a wonderful work-life balance for its employees, which is acknowledged and respected by all of the stakeholders that are connected with the organization. In response to that, how does the company influence someone to share knowledge in a positive way with other colleagues? The respondent shared that, *"there is no formal way to do that, but people do that in cross-functional meetings and in a personal capacity in their teams when working on projects"*. Moreover, participants stated that cultural differences can lead a successful team to accomplish the organizational mission and vision. According to participants on this ground, *"it's good for getting heterogeneous viewpoints from the diverse team."* He also added that *"this experience adds value to their professional life and increases appreciation for different ways of thinking."*

Another participant agreed with the same viewpoint that this experience adds value to both foreigners and locals. *"It is very informative and eye-opening to work with people from different cultures, as I have an international career and will always work with various people"*

from various cultures". It was also added that "a diverse range of backgrounds and viewpoints will lead to a better outcome."

3.3.5 Organizational Branding as a New Form of Communication:

Without a doubt, a brand is a friend; it's the identity. In the same way that one friend helps another, the same thing goes for a brand that helps consumers, organizations, employees, and a country that ultimately becomes the ambassador. It is the brand that speaks about a product's quality, reputation, and legibility. That is why people don't bother at the moment; rather, they care about the brand. Liking and disliking, preferences, etc. Once a good brand arises, it does not need to shout about its product. This is one of the vital successes when everybody knows the brand name without spending a single penny. Being the local subsidiary of the European dairy cooperative Arla Foods Bangladesh, we are very aware of the brand's image in the market. It has unique attributions to justify its global reputation. Arla Foods Bangladesh successfully creates credibility among customers with its brand, and to maintain this, employees need to be satisfied with the organization to work more efficiently. They are concerned about their customers, which is why they are modest and humble about all their stakeholders. The reason behind this brand is the diverse work culture; understanding different perspectives helps the organization develop its quality, both for the product as well as for each individual. It reflects that foreigners and local employees are getting along with different views and beliefs and aim to attain the organizational goal of becoming the best brand in the market. Employees from various cultures, ethnicities, and races at Arla Foods Bangladesh describe the work environment as "happy, assuring, comfortable, puts employees first, ambitious, hierarchical, competitive, respectful, flexible, love the work, safe place to work and motivating" during the interview. Thus, it shows how amazingly Arla Foods Bangladesh holds the culture among the employees, which leads to a great brand.

3.4 Summary and Conclusions:

Local and multinational firms operating in Bangladesh should take proactive measures to manage diversity and inclusivity. Given that diversity is a novel concept within the context of Bangladeshi office culture, it may take more time for it to be fully accepted and adopted by all. However, both the private and public sectors are responsible for implementing successful diversity across industries. In this situation, the following actions are possible: The inclusion of diverse skill training can assist employees in understanding a diverse workforce and recognizing new opportunities. In addition, training on good communication with varied groups can help the minority develop confidence and raise the majority's awareness of other groups. In addition, management positions will facilitate the practice of good diversity management, which will lead to a successful organization. Overall, it may be said that cultural exchanges in the workplace lead to employee satisfaction, employee branding, relationship branding, knowledge sharing, and becoming more empathic in each diversified situation. Considering these factors, Arla Foods Bangladesh's employees feel included and respected and their preference for working here is higher than in other organizations. Providing workspaces for employees who are committed to continued diversity training within the organization. In

order for an organization to attain efficiency and high levels of productivity, it must effectively manage cultural and ethical differences. Even in domestic organizations, these principles must be reinforced, as diversity is now a reality in all organizations, regardless of their dimension.

3.5 Recommendations:

Working in a multicultural environment at Arla Foods Bangladesh Ltd. was a proud privilege for me. During the short period of my engagement, I learned a lot, which was absolutely different from academic life. It has opened up my mind to think deeply about its mission, vision, and values. As primary and secondary research was done for this study, there were many limitations, like confidentiality of information, etc. It would have been good if more details could be obtained.

Arla Foods Bangladesh, being one of the leading dairy industries, always puts out innovation and ideas for the betterment of their products as well as the organization. My highest recommendation for Arla Foods Bangladesh is -

- Need better brand recognition as "ARLA" to attract more candidates in the job field.
- Enhance the learning opportunities for interns as well as the permanent employees.
- Create a specific roadmap for career progression for each individual employee.
- Management should look over the work at a specific time as certain things seem more slow-moving and take longer to complete than they should.

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Appendix

Interview Protocol

Position:	Date of interview:
Opening Statement: Thank you so much for our meeting. I am Farjana Sumaiya, a final-year undergraduate student from BRAC University. I am currently working on my internship report under the supervision of Dr. Arif Hossain Mazumder, assistant professor, and Dr. Md. Kausar Alam, co-supervisor. My report is titled "An elemental study of cross-functional stakeholder impact through public relations at Arla Foods Bangladesh." This interview is part of the report on information collection. I aim to gain an understanding of your perspectives on the organization's diversity, the impacts, and views of different perspectives, and how they benefit the employees and the organization in managing a diverse workforce. This is an academic work that is intended for publication. In addition, your personal information will be kept confidential and anonymous. If you continue to feel uneasy, you are free to withdraw from the interview at any time.	
Warm-up Question: Tell me a bit about your organization's views on diversity and inclusion.	
Interview Questions: ✓ What persuaded you to join Arla Foods Bangladesh? ✓ How will you describe Arla as a place to work? ✓ Do you recommend Arla Foods Bangladesh to your friend? ✓ Do you feel that your ideas are being considered and recognized? ✓ Do you think that cultural diversification can lead a successful team to accomplish the organizational mission and vision? ✓ How does Arla Foods offer adequate opportunities for career development? ✓ What are the opportunities you see here in Bangladesh while working at Arla Foods? ✓ How does cultural diversity add value to your professional life and better understanding? ✓ Are there any cultural barriers that might hamper the productivity of employees? ✓ How does Arla accept and understand people from different cultures and backgrounds? ✓ Are there any challenges you face while working here in Bangladesh? ✓ How do different cultures help you to understand new cultural insights? ✓ What are the tools and techniques Arla uses to build a strong relationship? ✓ Do you believe that organizations in Bangladesh recognize the value of stakeholder engagement? ✓ How does your company encourage someone to share knowledge in a positive way with other colleagues?	